



# **AICTE – AIMA WORKSHOP ON CASE TEACHING & WRITING (With Focus on Indian Ethos)**

**A report**

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**13 - 14 December 2019, Kolkota**  
*A Report by AIMA -ICRC*



AICTE and All India Management Association's, India Case Research Centre (ICRC) organized two days' workshop on Case Teaching and Writing for University/B School Faculties and Research scholars on 13-14 December 2019 at, Sister Nivedita University Kolkata.

The workshop was inaugurated by **Prof Ashok Ranjan Thakur, Vice-Chancellor, Sister Nivedita University** in the absence of **Prof Anil Sahasrabudhe, Chairman All India Council for Technical Education (AICTE)**, who could not attend the inaugural session. **Dr Raj Agrawal, Director, AIMA - Centre for Management Education (AIMA CME)** delivered the welcome address and the setting of the context for the workshop.

**Dr Anuja Pandey, Associate Professor AIMA Centre for Management Education (AIMA CME)** shared the workshop details, the background of India Case Research Centre and mentoring support offered by AIMA to workshop participants.



Group Photo: Participants in the 3<sup>rd</sup> AICTE – AIMA Case Teaching and Writing Workshop, Kolkata



Panel Discussion on “Developing Cases Based on Indian Ethos”

Prof. Sujit Basu, Ex- Vice- Chancellor, Vishwa Bharati University, Ex Dean, NSHM, Kolkata & MDI, Gurgaon, Dr Vidyanand Jha Professor, IIM – Kolkata, Prof Santanu Ray Director, Student Affairs, Sister Nivedita University, Prof B K Sarkar Managing Trustee, Prof S K Chakraborty Memorial Trust, Prof B. Bhattacharyya, Former Dean, IIFT & UN Advisor, Dr Raj Agarwal, Director AIMA –Centre for Management Education, Prof Meeta Sengupta, Senior Advisor, Centre for Civil Society were the eminent scholars in panel discussion on “Developing Cases Based on Indian Ethos”.

## WORKSHOP- DAY-1

During the inaugural session **Prof Ashok Ranjan Thakur, Vice-Chancellor, Sister Nivedita University** emphasized the need of cases based on Indian Ethos and Indian economic conditions which will sensitize the management students with the perspective of the Indian market and the interlinked challenges. He suggested usage of Vedantic approach to the case method in current context, the importance of incorporating of human values in business ethics. He also stated that relevance of Indian history and culture in our businesses and accentuated that these could be best taught to a management graduates through case studies, as case studies have longer self-life and are portable.

**Dr Raj Agarwal, Director AIMA –Centre for Management Education**, highlighted the role of AIMA –India case Research Centre in developing the capacity of Indian faculties/ teachers in case method teaching and writing. He discussed, how ICRC in India is building the industry linkages, creating a pool of case writing experts both from India and abroad and creating a complete eco-system for developing cases studies and its final publication, distribution and consumption in B schools.

**Dr Anuja Pandey, Associate Professor, AIMA CME**, Head India Case Research Centre, in her vote of thanks, highlighted the support which AICTE has given in organizing this workshop and the objectives of the workshop. She also emphasized the role of ICRC in hand holding, mentoring and supporting the faculty members, for writing as well as in publication process.

## PANEL DISCUSSION ON DEVELOPING CASES BASED ON INDIAN ETHOS

The panel discussion started with the highlight of contribution made by the prominent thinker, **Prof S.K Chakravorty**, who was pioneer in introducing human values in management. His mission to bring India’s Indian Wisdom into professional management.

**Prof B K Sarkar** Managing Trustee, Prof S K Chakraborty Memorial Trust, highlighted the concept of brain stilling rather than brainstorming as an alternative method of corporate focusing.

**Prof Santanu Ray** Director, Student Affairs, Sister Nivedita University spoke about the change in learning pedagogy to think- learn – read as against read- learn and think. He also emphasized the role of “walking the talk” by converting whatever has been learnt theoretically to be put to the test efficacy through case studies method.

**Dr Vidyanand Jha** Professor, IIM – Kolkata questioned, What is Indian Ethos? Furthermore, where are Indian Ethos? He stress the need to sensitize the growing number of organizations with values and ethics, which are turning into money churning organisations, due to financial targets and fading ethics at workplace. He stressed on building 3E's, i.e. Ethos, Ethics, and Environment in these Indian organisations. Furthermore, suggested that the simplest solution for learning could be stories which enable the students to learn, observe, communicate and reflect.

**Prof B. Bhattacharyya**, Former Dean, IIFT & UN Advisor, discussed the concept of Ethos as given by Aristotle, which means “collective understanding of culture”. A culture which is developed through various value systems. He said that culture is dynamic, and the best ROI on culture comes by educating mothers. He cited recent examples of organizations failures due to various financial scams, the core reason behind the recent scams, is primarily due to the lack of ethical values, corporate governance and sound ideologies.

**Prof Meeta Sengupta**, Senior Advisor, Centre for Civil Society suggested three primary objectives of the case method of teaching, i.e. development of human values, development of leadership values and prevention and management of stress. The emphasis on ethics, cultural sensitivity, and religious diversity should be deep-seated in management practices. Moreover, she said case studies are the best ways to develop these qualities.

**Prof. Sujit Basu** summed the session by highlighting the role of case study development for experiential learning and developing self. He emphasized that every management faculty should develop few cases in his/ her area of core teaching and also collaborate with faculty of other functional areas and industry experts to co-develop case studies.

## OTHER TECHNICAL SESSIONS

The workshop was divided into **eight technical sessions**.

1. Introduction to Case Method of Teaching
2. Managing the Classroom Process
3. Introduction to Case Writing
4. Getting Started with Case Writing
5. Drafting the Case (Mentoring by Experts)
6. Testing Case in a Class (Feedback by Experts)
7. Publishing and Promoting Your Case
8. Mentoring Support from AIMA ICRC

These session were taken by **Dr Vidyanand Jha** Professor, IIM – Kolkata, **B. Bhattacharyya**, Former Dean, IIFT & UN Advisor, **Dr Raj Agarwal**, Director AIMA –Centre for Management Education, **Prof Meeta Sengupta**, Senior Advisor, Centre for Civil Society, **Dr Anuja Pandey**, Head India Case Research Centre, AIMA. In some of the sessions, a panel of experts was invited. The objective was to give the participants detailed feedback and suggestions. Participants much appreciated this immediate

feedback by experts. Since the participants of the workshop were mostly senior professors teaching for more than ten years, most of the cases study ideas got detailed reviews and direction.

## RATIONALE FOR THE WORKSHOP

The All India Board of Management Studies (AIB-MS) of AICTE in its meeting held on February 15, 2019, realized and acknowledged the role of Indian Ethos in Management Education. The Board deliberated on various ways and means to include Indian Ethos in Management as one of the vital parts of the syllabi of Management Education Programs.



It was thought and deliberated in the AIB-MS meeting of AICTE that Indian B- Schools should start using cases which are India centric and based on Indian values and Ethos. AICTE should encourage and equipped, the faculty members of B-schools with nuances of case writing and teaching methodologies so that they can write cases of Indian origin.



AIMA a national apex body for the development of managerial capabilities of the country after detailed discussions with AICTE designed series of the two-day capability building workshop for Case Teaching/Writing with the focus on developing cases based on Indian Ethos and value. The B Schools faculty across the eastern region of India were invited to submit their case ideas/ leads. Forty-five faculty members were selected for the third workshop in Kolkata.



## OUTCOMES OF THE WORKSHOP

The workshop achieved significant objectives to develop potential case writers and coaching them in the rigours of the academic case teaching process. About 8 to 10 cases are expected to be developed from this workshop.

All the participants in the workshop will get extended support from AIMA – India Case Research Centre in mentoring and providing access to industry information, connecting the case authors with industries for insider information and exposure to real managerial issues and help case authors get the No objection certificate(NOC) from the stakeholders.

AIMA-ICRC will handhold the case writer/authors till the final case development, editing and publication. AIMA-ICRC will further publish and distribute these case studies through online portal [www.caserecherachaima.in](http://www.caserecherachaima.in). Apart from that, all the authors will receive a royalty for each case sold through ICRC portal.

AICTE-AIMA-ICRC will now move ahead with planned agenda to organize the next workshops in February in Hyderabad.

